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ABSTRACT

A 1983-84 marketing plan is presented for Northern Virginia Community College (NVCC), which is designed to maximize the effective use of shrinking resources to meet the needs of the college's clientele. After introductory material discusses the problems and challenges facing NVCC and the role of marketing in understanding the environment in which a college operates, the 1983-84 marketing plan is outlined. Background is provided on the plan's development, the procedure through which it was created, and its major areas of emphasis (i.e., product analysis, enrollment actualization, research of internal and external markets, and communication). Next, guides are presented for 28 specific marketing activities, which highlight the target of the activity (e.g., business and industry); the area of emphasis (i.e., products, enrollment, research, or communication); rationale; objectives; strategy and tactics; a description of the plan; evaluation criteria; and estimated cost. Appendices include the charge to NVCC's marketing design team and its goal statement; a depiction of NVCC and its publics; the NVCC market audit; an outline of the planning process; a description of the marketing information system at the college; a summary sheet of dates, tactics, and responsibilities for the marketing plan; and a summary of estimated costs. (HB)

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MARKETING PLAN

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JC 830 437

Northern Virginia Community College

June 30, 1983

NORTHERN VIRGINIA COMMUNITY COLLEGE

MEMORANDUM

June 30, 1983

TO: The College Community

FROM: Dr. Richard J. Ernst, President

SUBJECT: Marketing Plan 1983-1984

Among the many questions to be answered by the College during the coming year and very likely well into the future is "How do we as a College community respond to the challenge of maximizing the effective use of shrinking resources in order to continue providing leadership in meeting the ever-changing educational needs of those whom we serve?" Providing an answer invites each of us to practice new ways of thinking about "Who we are and what we do best." Strategic market planning is one such way of thinking. The Marketing Plan 1983-1984 is an example of the use of strategic market planning and one way to begin to answer this question.

In March 1983, the Administrative Council established the College Marketing Design Team. The charge given to this group was to develop a marketing plan for the College. The team was directed to consider marketing as a means through which the College can define its existing and potential markets, identify the market's needs, respond with appropriate programs and services, and position itself favorably.

The Marketing Design Team has responded to this charge with the Marketing Plan 1983-1984. I, now, request that you give this plan of action your thoughtful review and support. View it as a learning tool to help us become more aware of the many environmental forces and trends which impact upon the College's present and future products. Consider it a viable document, one from which we can learn more about ourselves and those we serve. It is the first step in an ongoing process.

The Marketing Design Team put forth a great deal of effort in a very short period of time to facilitate a quick review of where the College is now through a marketing audit and identified a number of objectives and strategies to help the College develop programs and services to meet the needs of target markets within Northern Virginia. This effort is just the beginning. It is recognized that marketing already plays a major role in many activities throughout the College. These need to be identified and brought together to take full advantage of our limited resources. As you study the plan, some of the tactics may seem modest in accomplishing the strategies listed for the broader, more long-range objectives. These tactics, however, appear to be achievable and set the stage for greater gains which may be forthcoming in the years ahead.

PRESIDENT, 8333 LITTLE RIVER TURNPIKE, ANNANDALE, VIRGINIA 22003, TELEPHONE 703/323-3101

Many of you will have ideas for activities or tactics which will enhance the implementation of this year's marketing effort and contribute to the development of the 1984-1985 plan. Share these ideas with your colleagues and let the Marketing Design Team know about your interests and concerns. Your thinking and creativity are invited and will be very welcome!

I believe that strategic market planning is a viable concept, one that can help us fulfill the College's mission. The NVCC Board has approved the development and implementation of a Marketing Plan for the College as one of the 1983-1984 major presidential goals. It is my hope that the College's 1983-1984 Marketing Plan will encourage new ways of thinking that will enhance a strategically planned approach to the management and marketing of the College -

Marketing - be a part of it!

Richard J. Ernst

Richard J. Ernst, President

MARKETING PLAN

1983-1984

Prepared by:

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June 1983

Acknowledgements

The Marketing Plan 1983-1984 is the product of the task-focused efforts of the Marketing Design Team (MDT). The team received a great deal of helpful assistance and support from all elements of the College community. Gratitude for this help is extended to each of you who took time to respond to data seeking phone calls and memos or said, "Yes, of course," to a request to sit down and chat a bit about marketing the College. Especially appreciated was the clerical support provided by staff during the conduct of the audit and preparation of the plan. The College community's generous sharing of information, ideas, suggestions and encouragement has helped the team to work together to respond to the charge given by President Ernst to develop a marketing plan for the College. The team wishes to recognize the special help provided by Dr. Jane Faulman, Ms. Susie La Flamme, Dr. Frank Nelson and Mr. J. Michael Reidy.

Thank you, each and all!

Marketing Design Team
June 30, 1983

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Preface

Why Marketing?

The future of Northern Virginia Community College (NVCC) will be shaped by the scope and quality of the interactions it creates and sustains with its many publics and markets, especially with the consumers of its products and services and those who provide financial and political support. Many new challenges face the College at a time of shrinking resources. The wants and needs of our Northern Virginia marketplace are changing. Costs associated with providing programs and services are increasing. Competition with other institutions of higher education and other providers of education and training is accelerating. NVCC can respond to these challenges by doing little or nothing and hoping for the best. Promotion and recruitment can be increased with no changes in programs or services, or vice versa. The College can react in a professional manner by adopting a strategic marketing response to its ever-changing environment.

NVCC has an established record as a responsible proactive institution. It strives to be responsive to the many changes in demography, technological advances and student needs which impact upon its ability to provide quality education and training to people of all ages in Northern Virginia.

To sustain this leadership posture, NVCC needs to increase its knowledge of its markets, attract sufficient resources, convert these resources into appropriate programs, services and ideas and effectively distribute them to target consumers.

The purpose of this current marketing effort is to help NVCC achieve its organizational objectives. Marketing means studying ourselves - faculty, staff and administration to improve service and better understand the "business we are in." It means studying our students to better understand why they attend, continue or leave NVCC. Marketing means researching our publics to identify unmet needs, determine our institution's image, our perceived strengths and weaknesses and determine our unique market position. It means establishing two-way communication internally and externally with the College's constituents. Marketing is a total system of logic leading to institutional analysis and cost effectiveness. It is in the self-interest of every member of the College community to become involved with the marketing concept. NVCC is not a cottage industry. NVCC is not self-sufficient or autonomous. As members of the College community we are all dependent upon each other and the College as a whole to respond to external market realities. NVCC's future is interrelated with its ability to measure the needs, interests and demands of the consuming and supporting publics and the ability of its personnel to deliver what is needed.

The future of NVCC, the 1980's and beyond can be a period of retrenchment and decline, or a time of optimism and selective opportunity. Which will it be?

NVCC Marketing Plan 1983-1984

Background

A Marketing Design Team (MDT) was created by Dr. Richard J. Ernst, President, Northern Virginia Community College (NVCC). Team members were nominated by the College Administrative Council and appointed to service by President Ernst through a memorandum dated March 18, 1983. MDT received a formal charge "to develop a marketing plan for the College". (Appendix A).

Procedure

A series of working meetings were held. Members of the Marketing Design Team actively sought to educate themselves about marketing and broaden their knowledge and understanding of the marketing concept as it applies to non-profit organizations. Current literature in the field, along with marketing plans from other community colleges were reviewed and discussed. For purposes of addressing their task MDT chose to adopt the following definition of marketing.

> Marketing is the analysis, planning, implemention, and control of carefully formulated programs designed to bring about voluntary exchanges of values with target markets for the purpose of achieving organizational objectives. It relies heavily on designing the organizations's offering in terms of the target markets' needs and desires, and on using effective pricing, communication, and distribution to inform motivate, and service the markets. (Kotler, 1982, p.6)

To further stimulate thinking in marketing terminology and to provide focus for team effort, a goal statement was written (Appendix B). The College's internal and external publics were presented in a graphic format to help MDT visualize the scope of NVCC's marketplace (Appendix C). Task direction was sought through review of the NVCC Educational Master Plan 1982-90 and NVCC Institutional Self Study 1980-1982. A marketing audit instrument, (Appendix D) based on Kotler's model (1982) was adopted by MDT to gather data for use in answering the basic planning question, "Where is NVCC now?" (Appendix E). Individual team members assumed responsibility for preparing responses to the audit items. Time and other resource limitations restricted information collection to the use of existing College literature, College data bases along with informal interviews and discussions with College colleagues. Completion and review of a limited first draft of the audit provided insight into major areas of emphasis in which NVCC could choose to assign priority in a 1983-84 marketing plan. Major areas of emphasis identified were:

Product analysis
Enrollment actualization
Research of internal and external markets
Communication

Marketing objectives based primarily within these four areas of emphasis (PERC) were written and presented on Marketing Activity Guide forms.

Areas of Emphasis

Product Analysis. Attracting and retaining students/clients is dependent upon providing quality products. NVCC products are all courses, programs, services, people and facilities offered by the College to its publics and markets. Products are one of four variables used in McCarthys (1978) popular "four Ps": Product, Price, Place and Promotion which comprise an organization's marketing mix.* To formulate and implement market strategies NVCC needs to have a thorough knowledge of its products, their strengths, weaknesses, features, benefits and cost effectiveness as these relate to the current marketplace. Systematic analysis of the College's products can provide information needed by decision makers in allocating resources to meet the needs of existing and potential markets. To respond to identified market needs with appropriate programs and services the College must know which products are appropriate and readily available and in which areas product development and innovation are required.

Enrollment Actualization. Northern Virginia Community College is an enrollment driven enterprise. As a public institution of higher education it is largely dependent upon the receipt of state resources which are allocated upon the basis of FTES (Full Time Equivalent Students). Meeting enrollment projections is a vitally important component of the College's marketing efforts. New and existing markets require continued targeting and segmenting to maximize the initial recruitment and return rate of students/clients. The involvement of all elements of the College community, administrative, faculty staff and students, is needed to ensure that actual enrollment equals or exceeds projected enrollment.

Research of Internal and External Markets. Marketing research is one part of Kotler's (1982 p. 153) model of a Marketing Information System (MIS) (Appendix F). Northern Virginia Community College does not have a formal MIS. Currently NVCC has an internal records system, an institutional research office and an informal marketing intelligence system. Interest in the macroenvironment, developments and trends in demographic, economic, technological, political and cultural factors has greatly increased. However, macroenvironmental data is not systematically monitored, assessed and used to strategically market the College's products. While planning for the implementation of a marketing information system the College can further utilize the existing components to increase understanding of NVCC's internal and external markets. Current data about students' educational objectives, motivation and satisfaction are needed to ensure that the College's programs and services are appropriate and meeting consumer needs. Perceptual mapping studies to find out how outside groups perceive NVCC, its image, strengths and weaknesses will aid in positioning the institution. Measures of institutional functioning and students attitudes could provide insight into institutional vitality and NVCC's ability to attract resources. Continued assessment of special populations such as businesses and industry will help in targeting and

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* A glossary of marketing terms may be found on page 73.

segmenting markets. The development of a total marketing information system will enhance the capability of providing managers with timely, accurate and adequate information for making sound marketing decisions.

Communication. Communication is a two-way process with all of the Colleges constituencies. It is an exchange of information and ideas. The College's promotion and public relations activities are an important element of marketing communication but not the total system. Many individuals and offices are currently involved in marketing the College. Effective use of communication can aid the Colleges marketing efforts. To present a unified NVCC position to the publics served by the College it is important that marketing information be shared and activities coordinated. Communication is a vital component of both internal and external marketing implemention and control.

A voluntary exchange of values will not - cannot - occur in the absence of an appropriate communication system. The range of communication required is from responses to research studies and movement of those data, to promotion of College programs. It includes interpersonal communication and the mass media. For marketing purposes, a communication plan embraces a variety of communication acts such as charting the flow of data and information to support decision-making; special promotional activity such as a brochure or class schedule; and meeting with community groups to talk about the College. Communication systems, in a marketing context, are essential to establishing a College "presence" or "image" both of which contribute to modifying the student/clients behavior toward the College.

Observation

The four areas of emphasis (PERC) presented are not a comprehensive coverage of all areas which could be considered. They have been used to focus this first effort at developing a marketing plan. They have served as the basis for generating marketing objectives to be pursued in 1983-1984. PERC areas of emphasis, product analysis, enrollment actualization, research of internal and external markets and communication are not discrete categories, but rather component parts of a developing interrelated system of marketing the College.

Objectives:

Objectives presented are for the immediate future, 1983-1984. This time frame serves to launch a series of marketing tactics designed to produce probable, immediate and recognizable benefits to NVCC. It is intended that the activities implemented to achieve these objectives will be an additional thrust to the College's existing efforts in the products, enrollments, research and communication areas. They are intended to enhance - not replace - any of the strategically right things currently in operation.

Future marketing objectives for the 1984-1986 biennium and beyond should be a part of a College infrastructure of short- and long-term planning and priority budgeting. The process for generating future marketing objectives will require involvement of all elements of the College community, Board, administration, faculty, staff and students.

Following are the marketing objectives for 1983-1984 generated by MDT in consultation with elements of the College community. Objectives are presented within the primary PERC Area of Emphasis based upon the thrust of their implementation strategy. Multiple strategies and tactics have been developed for selected objectives giving them differing areas of emphasis which may cause the objective to be listed in more than one PERC area.

PERC Areas of Emphasis

Products

Monitor the quality of NVCC's products and their relationship to current and future market needs.

Meet the specialized needs of business and industry by offering new credit and non-credit courses and programs.

Develop new contract programs to meet needs of business and industry.

Identify and develop alternative sources of revenue which are in keeping with the College Mission.

Enrollment

Meet the 1983-1984 enrollment of approximately 18,200 annual FTES or 3.05% more FTES than was produced in 1982-1983.

Achieve a 15% growth in FTES from the target group of Northern Virginia students attending public and private four-year colleges and universities.

Improve market share of personal computer instruction.

Encourage students to complete their educational objectives.

Research

Establish a computerized marketing information system capability to support the College's marketing efforts.

Improve the College's position in the contract training market.

Encourage, stimulate and support marketing at all levels of the College.

Increase knowledge about students/clients being served by NVCC.

Communication

Increase communication with local business owners and operators about NVCC occupational/technical programs.

Meet the needs of small businesses in Northern Virginia.

Establish a communication system to support marketing activities.

Increase communication with high school students in Northern Virginia.

Project a positive image of NVCC to its publics and markets.

Create a marketing orientation within the College.

Encourage, stimulate and support marketing at all levels of the College.

Other

Identify and develop alternative sources of revenue which are in keeping with the College's Mission.

Identify and provide necessary resources for attainment of NVCC marketing objectives 1983-1984.

Facilitate implementation of the NVCC Marketing Plan and the further development of marketing strategies for the College.

The 1983-1984 marketing objectives are presented on Marketing Activity Guide forms on the following pages. Target populations, PERC areas of emphasis, rationale, strategy and tactics are given. A proposed completion date and unit responsible for completion, along with evaluation critieria and estimated cost are listed.

Following review and action on the Marketing Plan 1983-1984 by President Ernst and the Administrative Council, a composite listing of tactics, time table, responsible units and resource requirements was prepared. (Appendix G and Appendix H)

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: College Products

Area of Emphasis
P roducts X
E nrollment ___
R esearch ___
C ommunication ___
Other ___

Rationale: Attracting and retaining students/clients is dependent upon providing quality products that are in keeping with the needs and wants of the marketplace.

Objective: Monitor the quality of NVCC's products and their relationship to current and future market needs.

Strategy: Design and develop a comprehensive evaluation system for College programs and systems.

Tactic (s): (steps/procedures/assignments)

Description	Completion Date	Responsibility
1. Design and develop evaluation system.	Jan. 1, 1984	Director, PRMS Dean for Instructional Services, Director, ELI

Evaluation Criteria: Completion of comprehensive evaluation system for pilot testing.

Estimated Cost: .25 FTEF (PRMS)

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: Business and Industry (High Technology)

Area of Emphasis

P roducts X
E nrollment ___
R esearch ___
C ommunication ___
Other ___

Rationale: Meeting the needs of business and industry is a College priority. An adaptive response to changing market opportunities may necessitate administrative flexibility, curriculum revision and innovate delivery systems.

Objective: Meet the specialized needs of business and industry by offering new credit and non-credit courses and programs.

Strategy: Identify and provide for the specialized education/training needs of high technology industries in Northern Virginia.

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Identify top 25 firms that are recognized as high technology industries.	Aug. 15, 1983	Coordinator, Business and Community Service, Coordinator, OIR Provosts Working Group,
2.	Identify needs of top 25 high technology industry employers.	Dec. 30, 1983	Coordinator, Business and Community Service, OIR
3.	Analysis of data.	Mar. 1, 1984	Coordinator, OIR
4.	Articulation with provosts and Director, ELI.	April 1, 1984	Coordinator, Business Community Services, Coordinator, OIR

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
5.	Incorporate study findings into College's program planning procedures.	May 1, 1984	Coordinator, OIR

Evaluation Criteria: Accomplishment of needs assessment, and preliminary course/ Program plans.

Estimated Cost: No additional cost for needs assessment.

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: Business and Industry

Area of Emphasis
P roducts X
E nrollment ___
R esearch ___
C ommunication ___
Other ___

Rationale: Meeting the needs of business and industry is a College priority. An adaptive response to changing market opportunities may necessitate administrative flexibility, curricular revision and innovative delivery systems.

Objective: Meet the specialized needs of business and industry by offering new credit and noncredit courses and programs.

Strategy: Develop and offer new occupational/technical degree and certificate programs.

Tactic (s): (steps/procedures/assignments)

Description	Completion Date	Responsibility
1. Complete Phase I justifications for occupational/technical curricula for inclusion in the updated NVCC eight-year curriculum plan and Phase II justifications for occupational/technical curricula which are already in the current eight-year curriculum plan for implementation in Fall 1984.	Dec. 1, 1983	Coordinator, OIR
2. Complete the proposals for justifications for these programs.	Dec. 30, 1983	Provosts and Program Instructional areas
3. Secure appropriate approval.	Jan. 30, 1984	Dean for Instructional Services

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Evaluation Criteria: By Fall 1984 NVCC will be offering 85% of those degree specializations and certificate programs in the current NVCC eight-year curriculum plan scheduled for implementation by that date.

Estimated Cost: No additional cost for planning stage.

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: Retail sales companies and corporations

Area of Emphasis
P roducts X
E nrollment ___
R esearch ___
C ommunication ___
Other ___

Rationale: Many major retail sales firms use a high percentage of part-time employees. This creates a need for continuous training in sales techniques and company policy. The College has a high degree of expertise in the design, development and provision of training.

Objective: Develop new contract training programs to meet needs of business and industry.

Strategy: Determine the extent and type of training currently being done by two or three major retail sales companies; develop a proposal for the College to conduct their training; promote the proposal.

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Identify companies with high percentage of part-time employees.	Dec. 15, 1983	Coordinator, OIR Continuing Education/ ELI Working Group
2.	Determine methods used by companies to provide training.	Jan. 15, 1984	Chairman, Continuing Education/ELI Working Group
3.	Determine high cost factors for companies in their training programs.	Feb. 15, 1984	Chairman, Continuing Education/ELI Working Group

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Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
4.	Select companies which could benefit most from NVCC training capability.	Mar. 15, 1984	Chairman, Continuing Education/ELI Working Group
5.	Prepare proposals.	May 1, 1984	Chairman, Continuing Education/ELI Working Group
6.	Promote proposals and obtain training contracts.	June 30, 1984	Chairman, Continuing Education/ELI Working Group

Evaluation Criteria: Two signed training contracts which product at least a 40% margin.

Estimated Cost: .25 FTEF (Continuing Education)

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: Both private and government agencies that currently maintain or need comprehensive educational services.

Area of Emphasis

P roducts X
E nrollment ___
R esearch ___
C ommunication ___
Other ___

Rationale: The College may have excess capacity in several areas such as media processing and video production. In other areas, slight additional resources or modifications in procedures would provide an increased service capability. These can be used to generate additional revenues.

Objective: Identify and develop alternative sources of revenue which are in keeping with the College mission.

Strategy: Identify policy constraints and facilitating policy; inventory College resources, identify markets; promote sales of non-instructional services.

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Identify local, VCCS, and state policy that would constrain objective attainment.	Oct. 1, 1983	Director, PRMS
2.	Evaluate policy to determine which areas can be pursued or which policy can be changed.	Dec. 15, 1983	Dean of Financial and Administrative Services
3.	Inventory service functions of the College and determine where excess capacity exists.	Dec. 15, 1983	Coordinator, OIR
4.	Survey private and government agencies to determine need for educational services.	Dec. 15, 1983	Coordinator, OIR, ELI

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
5.	Develop a promotion plan and method for selling services.	Feb. 1, 1984	Assistant to the President for Public Relations, PRMS, ELI
6.	Implement plan.	April 1, 1984	Director, ELI

Evaluation Criteria: One contract for sales of non-instructional college services.

Estimated Cost: .5 FTEF (OIR)
$400 postage

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: Recent high school graduates.

Area of Emphasis
P roducts ___
E nrollment X
R esearch ___
C ommunication ___
Other ___

Rationale: Increased costs and more rigorous admission requirements at George Mason University, James Madison University and other four-year institutions will make NVCC's lower cost quality education a more attractive option for many Northern Virginia students.

Objective: Meet the 1983-1984 enrollment of approximately 18,200 annual FTES which is 538 or 3.05% more FTES than was produced in 1982-1983.

Strategy: To increase the retention rate of existing 18, 19 and 20 year old students who attended NVCC anytime during the 1982-1983 academic year.

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Identify target group segment described above who attended NVCC Summer, Fall and/or Winter quarter and either did not complete quarter or did not enroll in subsequent quarters.	July 15, 1983	Coordinator, OIR
2.	Identify targeted students who started in Spring quarter but did not complete quarter.	July 15, 1983	Coordinator, OIR
3.	Contact these student and encourage them to return.	Sept. 1, 1983	Chairman, Deans Working Group

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Evaluation Criteria: The College will net an additional 10% FTES from 18, 19, and 20 year old former students who re-enroll in the College. This increase will result in 600 additional students in 1983-84 and 300 additional annual FTES.

Estimated Cost: $300 phone charges

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: Recent high school graduates

Area of Emphasis
P roducts ___
E nrollment X
R esearch ___
C ommunication ___
Other ___

Rationale: Increased costs and more rigorous admission requirements at George Mason University, James Madison University and other four-year institutions will make NVCC's lower cost quality education a more attractive option for many Northern Virginia students.

Objective: Meet the 1983-1984 enrollment of approximately 18,200 annual FTES which is 538 or 3.05% more FTES than was produced in 1982-1983.

Strategy: Increase the market share of 1981, 1982 and 1983 high school graduates who have never attended NVCC.

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Identify all 1981-1982 graduates who applied for admission but never attended and all 1983 graduates who applied for Summer 1983, but did not attend.	Aug. 1, 1983	Coordinator, OIR
2.	Send mailing to all 1981-1982 public and private high school graduates who applied for admission but never attended.	Aug. 15, 1983	Chairman, Deans Working Group
3.	Send mailing to all 1983 public and private high school graduates who applied for the 1983 Summer Quarter but did not attend this quarter.	Aug. 15, 1983	Chairman, Deans Working Group

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Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
4.	Contact high school principals and summer counselors to identify 1983 college-going high school graduates who have not yet decided on a post-secondary institution.	Aug. 30, 1983	Chairman, Deans Working Group
5.	Send mailing to all 1983 public and private high school graduates who have applied for admission for the 1983 Fall Quarter.	Aug. 30, 1983	Chairman, Deans Working Group
6.	Contact students identified in tactic No. 4.	Sept. 15, 1983	Chairman, Deans Working Group

Evaluation Criteria:

1. The College will enroll in the 1983 Fall Quarter 10% of the 1981 and 1982 public and private high school graduates who applied for admission to NVCC but never attended.

2. The College will enroll in the 1983 Fall Quarter 95% of all 1983 public and private high school graduates who applied for admission in the summer quarter but did not attend that quarter.

3. The proportion of 1983 public high school graduates attending NVCC in 1983-84 will be 21%, an increase of 1% over the 20% of 1981 graduates attending during 1981-82.

4. The proportion of 1983 private high school graduates attending NVCC in 1983-84 will be 10.5%, an increase of 1/2% over the 10% of 1981 graduates attending during 1981-82.

Estimated Cost: $1,200 in postage.

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: Prospective Minority students throughout the College Service Area

Area of Emphasis
P roducts ___
E nrollment X
R esearch ___
C ommunication ___
Other ___

Rationale: The College needs to increase minority student headcount and FTES enrollment as there has been a significant decrease in the percentage of Black students attending NVCC.

Objective: Meet the 1983-1984 enrollment of approximately 18,200 annual FTES which is 538 or 3.05% more FTES than was produced in 1982-1983.

Strategy: To increase the Black minority student headcount and FTES at the College.

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Establish College-wide minority recruitment committee.	Sept. 15, 1983	President
2.	Develop Black minority student recruitment plan.	Jan. 1, 1984	Coordinator, Affirmative Action, and Minority Affairs Recruitment Committee

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Evaluation Criteria: The Black minority student enrollment will increase by 3.15% in 1983-1984 as compared with an overall increase of 3.05%.

Estimated Cost: None

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: Northern Virginia students attending public and private four-year college and universities.

Area of Emphasis

P roducts ___
E nrollment X
R esearch ___
C ommunication ___
Other ___

Rationale: By increasing awareness of NVCC's quality education/training products available at modest prices and convenient times more students returning to Northern Virginia homes during the summer will find the College an attractive option for achieving educational objectives.

Objective: Achieve a 15% growth in FTES of the target group during 1984 Summer Quarter in comparison with the previous summer.

Strategy: Enroll at NVCC during the Summer Quarter a greater number of students who are residents of Northern Virginia, but attend out-of-area four-year colleges and universities during the regular school year.

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Identify institutions for targeting of efforts.	Dec. 15, 1983	Chairman, Deans Working Group
2.	Explore the establishment of a 800 number to be coupled with streamlined admission and registration procedures.	Dec. 15, 1983	Chairman, Deans Working Group
3.	Send materials (fliers, posters, etc.) to be placed on dormitory bulletin boards, student unions and other appropriate sites.	Feb. 15, 1984	Chairman, Deans Working Group
4.	Place announcements and advertisements in student newspapers.	April 15, 1984	Chairman, Deans Working Group NVCC Foundation

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Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
5.	Develop a method of identifying Northern Virginia residents who attend NVCC during the Summer quarter and attend a four-year institution during the regular school year.	April 15, 1984	Coordinator, OIR Deans Working Group
6.	Follow-up as needed.	May 15, 1984	Chairman, Deans Working Group Counselors

Evaluation Criteria: A 15% increase in enrollments from the target group.

Estimated Cost: Approximately $5,000 (hardware and publications)

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: Small business operators, professionals, public school age students and others who have a need/ interest for personal computer instruction.

Area of Emphasis
P roducts ___
E nrollment X
R esearch ___
C ommunication ___
Other ___

Rationale: A wide variety of uses for personal computers have been developed in the areas of small business operations, education, household operations and others. In addition, costs have come down and operations have been simplified. These factors have created a demand for personal computer equipment and application software.

Objective: Improve market share of personal computer instruction.

Strategy: Develop and implement community service programming.

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Determine needs/interests of small business operators, youth, professionals, and the general population for personal computer training.	Dec. 15, 1983	Coordinator, OIR
2.	Develop a schedule of community service, personal computer courses including offerings for youth, small businesses, professionals, and the general population.	Jan. 1, 1984 and On-going	Directors of Continuing Education
3.	Publicize courses by way of fliers, brochures, and media releases targeted to public school students, small businesses, professionals, and the general population.	Jan. 1, 1984 and On-going	Directors of Continuing Education, Public Information Officers

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Evaluation Criteria: The College will offer 100% more personal computer sections in 1983-1984 than it did in 1982-1983.

Estimated Cost: Equipment start-up costs have been met. Will produce revenue for College. .25 FTEF (OIR)

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: Currently enrolled students at NVCC

Area of Emphasis

P roducts ___
E nrollment X
R esearch ___
C ommunication ___
Other ___

Rationale: Students enrolled in NVCC are the best targets for focused academic information and academic support services designed to increase successful course experiences and return registrations.

Objective: Encourage students to complete their educational objectives.

Strategy: 1. To encourage students to complete the courses in which they are currently enrolled.

2. To encourage students to re-enroll for the following quarter.

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Survey a sample of non-completers to determine reason for withdrawal.	Nov. 1, 1983	Coordinator, OIR
2.	Enlist aid of faculty members to discuss sequential classes and other classes of interest to the student.	Dec. 1, 1983	Chairman, Division Chairmen Working Group
3.	Develop and distribute historical grade data to determine withdrawal patterns by courses.	Feb. 1, 1984	Coordinator, OIR Division Chairmen
4.	Study and analyze patterns of withdrawal and distribute to faculty.	Mar. 1, 1984	Chairman, Division Chairmen

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Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
5.	Present findings of survey to Division Chairmen Working Group.	Jan. 15, 1984	Coordinator, OIR
6.	Discuss findings and implement appropriate action.	Feb. 1, 1984	Chairman, Division Chairmen

Evaluation Criteria:

1. The percent of "W" grades for classes during 1983-1984, Fall, Winter and Spring quarters will be decreased from an average of approximately 14% to an average of 13% of the total grades awarded.

2. Decrease the percentage of students who do not return from Fall to Winter quarters from approximately 40% to 39% and those who do not return from Winter to Spring Quarters from 37% to 36%.

Estimated Cost: .25 FTEF (OIR)

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: New Markets

Area of Emphasis
P roducts
E nrollment
R esearch X
C ommunication
Other

Rationale: The College needs a Marketing Information System to build and maintain a quality data base to provide accurate and timely information to College decision makers.

Objective: Establish a computerized marketing information system capability to support the College's marketing efforts.

Strategy: Design and implement a marketing information system.

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Identify key components of a marketing information system based on needs expressed in the College's Marketing Plan.	Sept. 1, 1983	Coordinator, OIR in conjunction with MDT
2.	Identify potential data sources to use in this marketing information system.	Sept. 1, 1983	Coordinator, OIR in conjunction with MDT
3.	Prepare the design specifications for the marketing information system.	Oct. 15, 1983	Coordinator, OIR
4.	Develop the computerized marketing information system.	Mar. 15, 1984	Coordinator, OIR assuming micro-based system
5.	Provide users with pertinent information from computerized data base.	Sept. 15, 1984	Coordinator, OIR

Evaluation Criteria:

1. A system with usable documentation will be designed and developed.

2. New system will meet 95% of user expectations as indicated in design specifications document.

Estimated Cost: 1.5 FTEF 1st year (OIR)
.5 FTEF 2nd year (OIR)

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET:
Employers -- business, industry, government, others -- in Northern Virginia who provide training for their employees

Area of Emphasis
P roducts ___
E nrollment ___
R esearch X
C ommunication ___
Other ___

Rationale: Business, government, and other employers spend a great deal of resources on the training of their employees. In many cases this training can be provided more effectively and less expensively by outside agencies.

Objective: Improve the College position in the contract training market.

Strategy: Research and identify the market; determine internal strengths; and publicize the Colleges ability to provide contract training.

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Ascertain the Colleges experience and capacity for providing contract training.	Nov. 15, 1983	Chairman, Continuing Education/ELI Working Group, OIR
2.	Identify and prioritize Northern Virginia employers who may have potential training needs.	Dec. 15, 1983	Chairman, Continuing Education/ELI Working Group, OIR
3.	Determine the contract training needs of Northern Virginia employers.	Mar. 15, 1984	Chairman, Continuing Education/ELI Working Group
4.	Identify Northern Virginia employers who have contract training needs which can be served by NVCC.	April 15, 1984	Chairman, Continuing Education/ELI Working Group, OIR

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
5.	Identify and commit resources necessary to provide quality contract training in the identified market.	May 1, 1984	President Administrative Council
6.	Promote the College as an agency with the experience and capacity to provide contract training in the subject areas determined as needs.	On-going	Assistant to the President for Public Relations Continuing Education/ ELI Working Group, Coordinator, Business and Community Services

Evaluation Criteria: Successful identification of ten (10) employers who have indicated a need for contractual agreements with the College.

Estimated Cost: $200 postage

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: Individuals and groups involved in marketing activities at NVCC

Area of Emphasis
P roducts ___
E nrollment ___
R esearch X
C ommunication ___
Other ___

Rationale: In planning for marketing the College, it is necessary to build a good data base regarding existing on-going marketing activities. At present, there is no comprehensive data base or College-wide coordination of marketing actions.

Strategy: Conduct an inventory of current marketing activities.

Tactic (s): (steps/procedures/assignments)

Description	Completion Date	Responsibility
1. Design inventory instrument.	Oct. 1, 1983	Coordinator, OIR and MDT
2. Distribute surveys.	Nov. 15, 1983	Coordinator, OIR
3. Collect data.	Dec. 30, 1983	Coordinator, OIR
4. Compile data and distribute findings.	Jan. 30, 1984	Coordinator, OIR
5. Use findings to generate future marketing objectives.	On-going	Chairman, MDT

Evaluation Criteria: Completion of the survey and use of data by MDT.

Estimated Cost: .25 FTEF (OIR)

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: Students applying for admission to NVCC

Area of Emphasis

P roducts ___
E nrollment ___
R esearch X
C ommunication ___
Other ___

Rationale: College needs to know more about students applying for admission.

Objective: Develop knowledge about students/clients being served by NVCC.

Strategy: Modify NVCC Application for Admission form to collect data regarding educational objectives, previous post-secondary experience and expected length of attendance.

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Develop the application form.	Fall 1983	Chairman, Deans Working Group
2.	Implement use of this form.	Winter 1984	College-wide
3.	Access dynamic data base periodically to analyze the variables cited above.	On-going	Coordinator, OIR
4.	Enhance current student profile to include statistics on above variable.	Each census reporting period	Coordinator, OIR
5.	Analyze and compare above variables and distribute to appropriate users.	Each census reporting period	Coordinator, OIR

Evaluation Criteria: Modified NVCC Application for Admission form, enhanced quarterly student profile and use of the data by appropriate administration.

Estimated Cost: No additional cost

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: Local business owners and operators

Area of Emphasis
P roducts ___
E nrollment ___
R esearch ___
C ommunication X
Other ___

Rationale: Increased awareness through personal contact with College representatives may assist local business owners and operators when they face a shortage of skilled workers.

Objective: Increase communication with local business owners and operators about NVCC occupational/technical programs.

Strategy: Seek assistance from all curriculum advisory committees in promoting College programs to local business owners and operators.

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Division Chairman meet with Advisory Committees to discuss idea and gain 2, 3, 4.	Dec. 15, 1983	Dean for Instructional Services, Coordinator, Business and Community Services, Division Chairmen
2.	Curriculum Advisory Committee members arrange for presentations by College representatives before and professional groups.	On-going 1983-1984	Coordinator, Business and Community Services, Curriculum Advisory Committees, Division Chairmen, Program Heads
3.	Schedule meetings with Curriculum Advisory Committees to discuss strategies for promoting College programs with local business owners and operators.	On-going	Dean for Instructional Services

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Evaluation Criteria: Aproximately 20 presentations will be made before business and professional groups. One visit to business and industry per occupational/technical program area will be arranged with the help of each Curriculum Advisory Committee.

Estimated Cost: No additional cost

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: Business and Industry
(Small Business)

Area of Emphasis
P roducts ___
E nrollment ___
R esearch ___
C ommunication X
Other ___

Rationale: Meeting the needs of business and industry is a College priority. Effective marketing of the College's products requires two-way communication with the publics and markets served by the College. Small business is a College market.

Objective: Meet the needs of small businesses in Northern Virginia.

Strategy: Use communication through personal contact to assess the education/training needs of small businesses in Northern Virginia.

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Define "small business" and group according to Industry Classification Code (SIC).	Mar. 15, 1984	Coordinator, OIR
2.	Select representatives from small business groups to serve on a Presidential Advisory Group.	April 1, 1984	President
3.	Convene group to advise the President and Administrative Council on unique education/ training needs of small businesses in Northern Virginia.	May 1, 1984	Coordinator, Business and Community Services Community Services

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Evaluation Criteria: Having in place a "personal contact" method to assess the needs of small businesses in Northern Virginia.

Estimated Cost: Approximately $500 (Entertainment)

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: Administrative Staff, Faculty and Students

Area of Emphasis
P roducts ___
E nrollment ___
R esearch ___
C ommunication X
Other ___

Rationale: College community needs to be aware of marketing concepts and activities.

Objective: Establish a communication system to support marketing activities.

Strategy: Written communication through Intercom special section on Marketing each week.

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Gather data on activities and dates of all marketing objectives.	Sept. 15, 1983	Assistant to the President for Public Relations
2.	Develop working calendar for Intercom office use.	On-going	Assistant to the President for Public Relations
3.	Remind offices responsible for completion of objectives of Calendar dates.	On-going	President
4.	Request that each office respond to Intercom with information about objective updates and completions.	On-going	Assistant to the President for Public Relations

Evaluation Criteria: Complete working calendar and check Intercom for follow through.

Estimated Cost: No additional cost

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: Students enrolled in vocational education programs in area high schools

Area of Emphasis
P roducts ___
E nrollment ___
R esearch ___
C ommunication X
Other ___

Rationale: These students have already expressed an interest in occupational/technical programs and understand the need to improve skill levels in rapidly changing workplace.

Objective: Increase communication with high school students in Northern Virginia.

Strategy: Establish link with vocational education faculty at area high schools to promote increased awareness of College's occupational/technical programs.

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Contact vocational/education department heads about meeting with faculty to establish two-way communication.	Nov. 1, 1983	Provosts, Division Chairmen, Program Heads
2.	Meet with faculty and students at area high schools to discuss NVCC programs.	April 15, 1984	Provosts, Division Chairmen, Program Heads
3.	Host area high school faculty at the College.	Nov. 1, 1984	Provosts, Division Chairmen

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Evaluation Criteria: Meeting will be held with faculty and occupational/technical students at each high school. Each occupational/technical program area staff will host a meeting for corresponding area high school faculty.

Estimated Cost: $2,000 (Entertainment)

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: Media

Area of Emphasis

P roducts ___
E nrollment ___
R esearch ___
C ommunication X
Other ___

Rationale: To facilitate the two-way process of communication with NVCC's publics the multiple effect of media use can be enhanced through the use of increased personal contact with opinion makers.

Objective: Project a positive image of NVCC with its public and markets.

Strategy: Invite editors of area newspapers to "Breakfast with the President and Provosts" to provide a social setting for the structured and unstructured exchange of information.

Tactic (s): (steps/procedures/assignments)

Description	Completion Date	Responsibility
1. Plan for breakfast.	Sept. 30, 1983	Coordinator, Business and Community Services Assistant to the President for Public Relations
2. Complete arrangements.	Oct. 15, 1983	Coordinator, Business and Community Services Assistant to the President for Public Relations

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Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
3.	Mail invitations.	Oct. 15, 1983	Coordinator, Business and Community Services, Assistant to the President for Public Relations
4.	Hold breakfast.	Nov. 15, 1983	President and Provosts etc.

Evaluation Criteria: Breakfast held and critiqued. Monitoring of press for "good press" and "bad press".

Estimated Cost: Approximately $250 (Entertainment)

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: Selected Community Leaders

Area of Emphasis

P roducts ___
E nrollment ___
R esearch ___
C ommunication X
Other ___

Rationale: NVCC needs to know how it is currently perceived by its publics.

Objective: Project a positive image of NVCC with its publics and markets.

Strategy: Conduct telephone survey of selected community leaders.

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Design study.	Jan. 30, 1984	Coordinator, OIR, Marketing Faculty
2.	Implement study.	Feb. 15, 1984	Coordinator, OIR Marketing Faculty
3.	Analyze data.	Mar. 30, 1984	Coordinator, OIR
4.	Distribute data.	April 30, 1984	Coordinator, OIR
5.	Follow up as needed.	On-going	As identified by study

Evaluation Criteria: Completed survey of identified community leaders.

Estimated Cost: $300 (Telephone)

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: NVCC Publics and Markets

Area of Emphasis
P roducts ___
E nrollment ___
R esearch ___
C ommunication X
Other ___

Rationale: NVCC needs a positive image to recruit and retain students, develop products, attract resources and gain community support.

Objective: Project a positive image to NVCC Publics and Markets.

Strategy: Encourage all administrators, faculty and staff to participate in one or more community activities and/or services.

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Stress value of administrators, faculty and staff participation in community activities.	Fall 1983 Orientation	President
2.	Conduct an inventory of administrators, faculty and staff formalized involvement, including positions held, in community organizations.	Mar. 1, 1984	Coordinator, OIR MDT
3.	Compile and disseminate findings.	May 1, 1984	Coordinator, OIR MDT

Evaluation Criteria: A completed inventory of formalized involvement of full-time employees in community activities.

Estimated Cost: .25 FTEF (OIR)

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: NVCC Publics and Markets

Area of Emphasis

_ Products ___
_ Enrollment ___
_ Research ___
_ Communication X
Other ___

Rationale: NVCC needs to consistently project a positive image to the Northern Virginia community in order to gain community suport to recruit and re-enroll students and attract resources to the College.

Objective: Project a positive image of NVCC to its publics and markets.

Strategy: Develop and implement a College public relations plan 1983-1984 using mass media and other means of communication.

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Develop a College public relations plan for 1983-1984.	July 30, 1983	Assistant to the President for Public Relations
2.	Implement the public relations plan.	On-going	Assistant to the President for Public Relations

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Evaluation Criteria: An operating College public relations plan.

Estimated Cost: No additional cost

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: College Community

Area of Emphasis
P roducts ___
E nrollment ___
R esearch ___
C ommunication X
Other ___

Rationale: A positive attitude on the part of all College personnel that their job entails understanding student/client needs and how to satisfy them, can assist NVCC in fulfilling its mission. College personnel can be an excellent source of marketing ideas.

Objective: Create a marketing orientation within the College.

Strategy: Inclusion of marketing remarks in Dr. Ernst's Fall 1983 Orientation address.

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Prepare materials for Dr. Ernst's consideration.	July 30, 1984	MDT and Assistant to the President for Public Relations
2.	Present remarks.	Fall 1983	President

Evaluation Criteria: Presentation of remarks

Estimated Cost: None

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: College Community

Area of Emphasis
P roducts ___
E nrollment ___
R esearch ___
C ommunication X
Other ___

Rationale: Marketing is among the NVCC Presidential goals for 1983-1984. Therefore, it is expedient to increase understanding of the marketing concept as it applies to non-profit organizations and to develop advocates of the marketing attitude throughout the College.

Objective: Encourage, stimulate and support marketing at all levels of the College.

Strategy: Develop a series of presentations for with College personnel, including faculty, administration, classified staff, students, and alumni to discuss the work of the Marketing Design Team, the marketing concept and possible future directions.

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Designate office responsible for marketing.	July 30, 1983	President
2.	Distribute approved marketing plan.	Sept. 15, 1983	President
3.	Promote marketing concept.	Fall Orientation	President
4.	Send memo to above cited groups.	Sept. 30, 1983	MDT
5.	Publicize planned presentations in Intercom.	Oct. 15, 1983	MDT

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
6.	Conduct presentations with College Board, Administrative Council, Provosts and Staff, Master Planning Task Force, and Campus Council.	Dec. 15, 1983	MDT
7.	Conduct presentations for College Senate, Student Government Associations, and Alumni Federation Board.	March 15, 1984	MDT

Evaluation Criteria: Eighty-five per cent (85%) of the groups listed in Tactics 6 and 7 will have attended a presentation about marketing.

Estimated Cost: $150 and .25 FTEF (marketing function office)

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: State, Federal and Private Funding Agencies

Area of Emphasis
P roducts ___
E nrollment ___
R esearch ___
C ommunication ___
Other X

Rationale: There are state, federal and private agencies that have funds available for special projects for which two-year colleges may compete. Determined effort should be made on the part of the College community to seek these funds to supplement current resources.

Objective: Identify and develop alternative sources of revenue which are in keeping with the College mission.

Strategy: Identify apropriate funding agencies, prepare and submit proposals.

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Research appropriate funding agencies.	Oct. 1, 1983 On-going	Coordinator, Grant Development and Director, NVCC Foundation
2.	Establish information system on funding agencies.	Oct. 15, 1983	Coordinator, Grant Development and Director, NVCC Foundation
3.	Prepare and circulate monthly bulletin to announce information on current funding sources.	Nov. 1, 1983	Coordinator, Grant Development

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Tactic (s): (steps/procedures/assignments)

Description	Completion Date	Responsibility
4. Work with members of College community to prepare and submit proposals.	On-going	Coordinator, Grant Development and Director, NVCC Foundation

Evaluation Criteria: Increase of 20% over 1982-1983 proposal submissions.

Estimated Cost: $500 for references and bulletin production.

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: College Administration

Area of Emphasis
P roducts ___
E nrollment ___
R esearch ___
C ommunication ___
Other X

Rationale: Marketing, in higher education, is pervasive - an attitude, a philosophy of management. In many respects, it is analogous to administration and instruction. In the current context, marketing is especially important as it provides the means for developing a responsive posture. This requires resources.

Objective: Identify and provide necessary resources for attainment of NVCC marketing objectives 1983-1984.

Strategy: Develop a marketing budget.

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Identify overall administrative requirements needed to assume the responsibility for the marketing function.	Aug. 1, 1983	President and MDT
2.	Identify and secure additional resource requirements to initiate the implementation of the 1983-1984 Marketing Plan.	Aug. 1, 1983	President and MDT
3.	Identify and secure additional resource requirements as implementation as the marketing plan progresses.	On-going	President and MDT

Evaluation Criteria: An approved budget and procurement of supplemental resource allocations as required.

Estimated Cost: None to develop budget.

NORTHERN VIRGINIA COMMUNITY COLLEGE

MARKETING ACTIVITY GUIDE

TARGET: College Community

Area of Emphasis

_P roducts ___
_E nrollment ___
_R esearch ___
_C ommunication
Other X

Rationale: College-wide involvement is required for successful implementation of the Marketing Plan. Through the continuation of the Marketing Design Team, or some other marketing committee, implementation can be monitored while new ideas and strategies can be generated.

Objective: Facilitate implementation of the NVCC Marketing Plan and the further development of marketing strategies for the College.

Strategy: Continue the Marketing Design Team (MDT).

Tactic (s): (steps/procedures/assignments)

	Description	Completion Date	Responsibility
1.	Appoint members of Marketing Design Team.	July 30, 1983	President
2.	Appoint Chairperson.	July 30, 1983	President
3.	Prepare charge.	July 30, 1983	President
4.	Conduct marketing workshop for College Administrators.	Sept. 30, 1983	MDT
5.	Monitor implementation of 1983-1984 Marketing Plan.	June 30, 1984	President and MDT
6.	Develop 1984-1985 Marketing Plan.	June 30, 1984	MDT with involvement of all elements of the College Community

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Evaluation Criteria: Creation, appointment and charge to 1984-85 MDT and degree of implementation of 1983-1984 Marketing Plan.

Estimated Cost: $2,000 (Workshop)

Closing Statement

The Marketing Plan 1983-1984 has been prepared for presentation to the President and Administrative Council for their review, consideration and actions as deemed appropriate.

The NVCC 1983-1984 Marketing Plan represents a first effort. It has been a learning experience for the members of MDT who now know that there is a lot more to marketing than "selling". It is hoped that the implementaion of the plan in the PERC areas of emphasis will benefit the College and contribute to the realization of institutional goals.

NORTHERN VIRGINIA COMMUNITY COLLEGE

office of the president

MEMORANDUM

March 18, 1983

TO: Marketing Design Team

Mrs. Charlotte Wilhelmi, Chairman
Mr. James L. Bradley
Ms. Kaye S. Burke
Dr. Elizabeth S. Grizzard
Dr. James A. Mustachio
Mr. Wyatt McGinnis
Mr. Leonard L. Palumbo
Dr. Joseph G. Rossmeier
Mr. Richard M. Witter

FROM: Dr. Richard J. Ernst

SUBJECT: Appointment to the Team

You have been nominated by the Administrative Council to serve on the College Marketing Design Team. This is to appoint you to that Team. Mrs. Charlotte Wilhelmi is requested to serve as Chairman.

The charge to the Team is to develop a marketing plan for the College. The need for the College to develop a strategy for marketing its services and programs in the community was stated in Section IV of the 1982-1990 Educational Master Plan for the College. This section of the Educational Master Plan provides valuable information that needs to be considered by the Team. Further, you should consider marketing as a means through which the College can define its existing and potential markets, identify the market's needs, respond with appropriate programs and services, and position itself favorably.

I would appreciate receiving periodic status reports on the work of the Team. Further, I would appreciate receiving the complete plan no later than June 30, 1983.

Thank you for your willingness to participate in this important activity.

Richard J. Ernst
President

RJE:cjc
cc: Administrative Council

OVERALL GOAL STATEMENT: To develop a College-wide marketing system for Northern Virginia Community College which will facilitate the identification of present and future needs and desires of NVCC's publics. It will provide for the systematic allocation of College resources through the analysis of NVCC's products, services, policies and operating procedures. It will serve as a catalyst for the implementation of unique delivery systems of targeted programs and services and provide criteria for monitoring the achievement of NVCC's mission and goals.

"To develop a College-wide marketing system for Northern Virginia Community College . . ."

Subgoal: INCREASE AWARENESS

- Promote an institutional climate supportive of a marketing plan designed to support the mission of the College
- Foster the understanding that all elements of the College community (administration, faculty, staff, students) are involved in marketing
- Build an acceptance of marketing as an integrated College-wide operation

Subgoal: GAIN COMMITMENT

- Seek the endorsement of marketing as a strategic management function

". . . which will facilitate the identification of present and future needs and desires of NVCC's publics."

Subgoal: CONDUCT INSTITUTIONAL ASSESSMENT

- Identify the institution's strengths and weaknesses
- Determine institutional image and marketing position
- Appraise students/clients being served
- Conduct market studies

"It will provide for the systematic allocation of College resources through the analysis of NVCC's products, services, policies and operating procedures."

Subgoal: INCREASE RESPONSIVENESS

- Encourage the use of marketing as a vehicle to attract resources to the College
- Promote the coordination of policy development in support of a comprehensive marketing program
- Inventory existing resources and review program planning to attain and allocate needed resources

Subgoal: FOSTER COMMUNICATION

- Build an understanding of marketing as a two-way process with College constituencies
- Develop a promotional strategy to support College marketing

"It will serve as a catalyst for the implementation of unique delivery systems for targeted programs and services . . ."

Subgoal: MAINTAIN DIVERSITY

- Identify an appropriate "market-mix" for the College
- Promote flexibility in the delivery of education and training programs and services

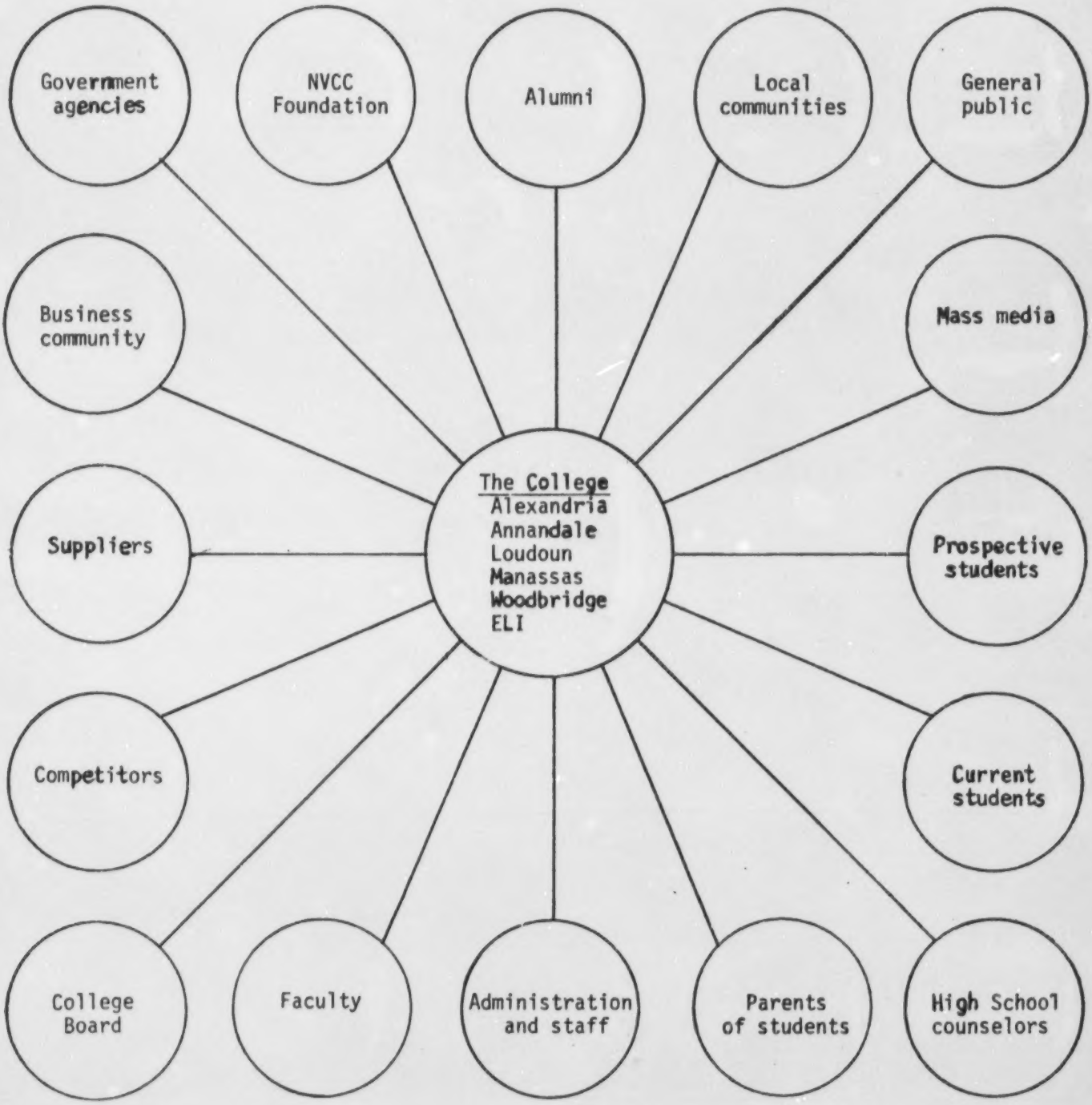
". . . and provide criteria for monitoring for the achievement of NVCC'S mission and goals."

Subgoal: ASSURE INTEGRITY AND ACCOUNTABILITY

- Ensure that marketing activities contribute to the realization of institutional goals
- Endeavor to present a unified NVCC posture to the public served by the College

APPENDIX C

Northern Virginia Community College and Its Publics



Adapted from Kotler, 1982,p.48

NVCC MARKET AUDIT

Part I. Marketing Environment Audit

Macroenvironment*

A. Demographic

1. What major demographic developments and trends pose opportunities or threats to NVCC?

2. What actions has NVCC taken in response to these developments?

B. Economic

1. What major economic developments and trends have an impact on NVCC?

2. What actions has NVCC taken in response to these developments and trends?

C. Technological

1. What major changes are occurring in relevant product, services and technology? What is NVCC's present use of technologies?

D. Political

1. What existing legislation, rules, regulations and policies could affect NVCC?

2. What proposed additions or changes to the above will affect NVCC?

3. What actions has NVCC taken in response to these developments?

E. Cultural

1. What changes are occurring in student/client lifestyles and values that might affect NVCC?

2. What action has NVCC taken in response to these developments?

Task Environment

A. Publics and Markets

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* In addressing each macroenvironmental subheading, present conditions will be summarized.

1. Who are NVCC's publics?

2. What publics represent particular opportunties or threats to the College?

3. What steps has NVCC taken to deal effectively with its publics?

4. Who are NVCC's major markets?

5. What is happening to market size, growth, and geographical distribution?

6. What are the major segments in each market? How effectively is NVCC serving these market segments? What are the expected growth rates of these market segments? Which are high-opportunity and low-opportunity segments?

B. Students and Clients

1. How aware are current students and prospective students of NVCC's products and services? How was this information obtained?

2. What factors influence students and clients in making their decisions to attend or contract for services with the College?

3. How do current and prospective students/clients rate NVCC and its competitors with respect to location, cost, size of student body, variety of programs, quality of instruction, extracurricular activities, etc.?

4. What are students'/clients' reasons for attending NVCC?

5. How satisfied are NVCC's alumni with quality of instruction, faculty interest and availability, curriculum content, program facilities, course and program advisement, cooperative education services, career planning, job counseling and resource materials?

6. How are the evolving needs of students/clients assessed?

7. How well does NVCC retain its students/clients?

C. Competitors

1. Who are the College's major competitors? What are their strengths and weaknesses? What are the sizes and trends in market shares?

2. What trends can be foreseen in competition?

D. Distribution

1. What are NVCC's primary methods for providing products and services to students/clients?

2. What are the efficiency levels and growth potentials of these different methods?

3. What alternative methods do students want? Which will they use? Which of these are being developed by the College?

E. Suppliers

1. What is the current availability of key resources needed for development and support of the College's curriculums and services?

2. What trends are occurring in resource availability?

Part II. Marketing Objectives and Strategy Audit

A. Organization's Objectives

1. Is the College's mission clearly stated in market-oriented terms? Is the mission feasible in terms of NVCC's opportunities and resources?

2. Are NVCC's various goals clearly stated so that they lead logically to marketing objectives?

3. Does the College have marketing objectives? If so, are the objectives reasonable, given NVCC's competitive position, resources and opportunities?

B. Marketing Strategy

1. What are the primary marketing strategies of the College for achieving its objectives? Are these strategies sound?

2. Are sufficient resources budgeted to accomplish the marketing objectives?

3. How, and under what rationale, are resources allocated to prime market segments?

4. Are marketing resources allocated optimally to the major elements of the marketing mix, i.e., product quality, sales, student services, promotion and distribution?

Part III. Marketing Organization Audit

A. Formal Structure

1. Is there a marketing officer with adequate authority and responsibility over College activities related to marketing strategies?

2. What individuals or offices are currently involved in marketing activities?

3. How are the marketing responsibilities structured? (Along functional, product, end-use and/or territorial lines?) Has this structure been effective? What structure would serve the needs of different markets and marketing activities?

B. Functional Efficiency

1. To what extent do College personnel understand, accept and practice the "marketing concept"? What people (or functions) should be actively involved in marketing functions?

C. Interface Efficiency

1. Are there any problems between marketing and other institutional operations, i.e., finance, curriculum, research and planning, etc.?

Part IV. Marketing Systems Audit

A. Marketing Information System

1. Is there a marketing intelligence system which produces accurate, sufficient and timely information about developments in the marketplace?

2. What are the elements of the College market information system?

3. Is marketing research being adequately used by College managers?

B. Marketing planning System

1. Is the College planning for marketing adequate? Meaningful? Effective?

2. Are enrollment projections based upon market potential?

C. Marketing Control System

1. Are control procedures adequate to insure that marketing objectives are achieved?

2. Does NVCC have a provision to analyze periodically the effectiveness of different products, markets and channels of distribution?

3. Are provisions made to periodically examine and validate marketing costs?

D. New Product Development System

1. Is NVCC well organized to gather, generate and screen new-product ideas?

2. Does NVCC conduct adequate concept research and assess market needs before investing in new products or services?

3. Does NVCC carry out adequate product and market testing before launching a new product or service?

Part V. Marketing Productivity Audit

A. Profitability Analysis

1. What is the profitability of NVCC's different products, markets and channels of distribution?

2. Should NVCC enter, expand, contract or withdraw from any market segments, and what would be the short- and long-run monetary consequences?

B. Cost-Effectiveness Analysis

1. Do any marketing activities seem to have excessive costs? Are the costs valid? Can cost-reducing steps be taken?

Part VI. Marketing Function Audits

A. Products

1. What are the main products and services of the College? Are these products meeting College objectives?

2. Should any products or services be phased out?

3. What products or services should be added or emphasized?

4. What is the status of each major product or service relative to marketability?

5. Are any products able to benefit from quality, feature or style improvements?

B. Price

1. What bases are used to establish tuition and fees?

2. What response could be anticipated to higher or lower tuition and fees?

3. Do students/clients see NVCC's tuition and fees as being in-line or out-of-line with the perceived value of its products and services?

4. What tuition and fee flexibility exists and how can it best be used to further College goals?

C. Distribution

1. What are the College's distribution objectives and strategies?

2. Is there adequate market coverage or service?

3. What distribution methods are psychologically most attractive to students and clients?

4. What support services are desired in conjunction with training or education? What are needed to satisfy idiosyncratic delivery requirements?

D. Promotion and Public Relations

1. Is there a public relations plan?

2. What are NVCC's promotion/public relations objectives?

3. What College personnel are currently involved in promoton/public relations activities? Who whould be?

4. What publications/brochures/fliers, etc., are currently used? How are they evaluated?

5. What promotional themes have been used? Should be used?

6. How is the promotional budget determined?

E. Sales Force (Recruitment of Students/Clients)

1. Does NVCC have a sales force?

2. Who are they?

3. How are they organized? Do they have objectives?

4. Does the sales force show high morale, ability and effort? Are they sufficiently trained and incentivized?

5. Does NVCC have numerical objectives? How are they established? How are they evaluated?

6. How is NVCC's sales force perceived in relation to competitors' sales forces?

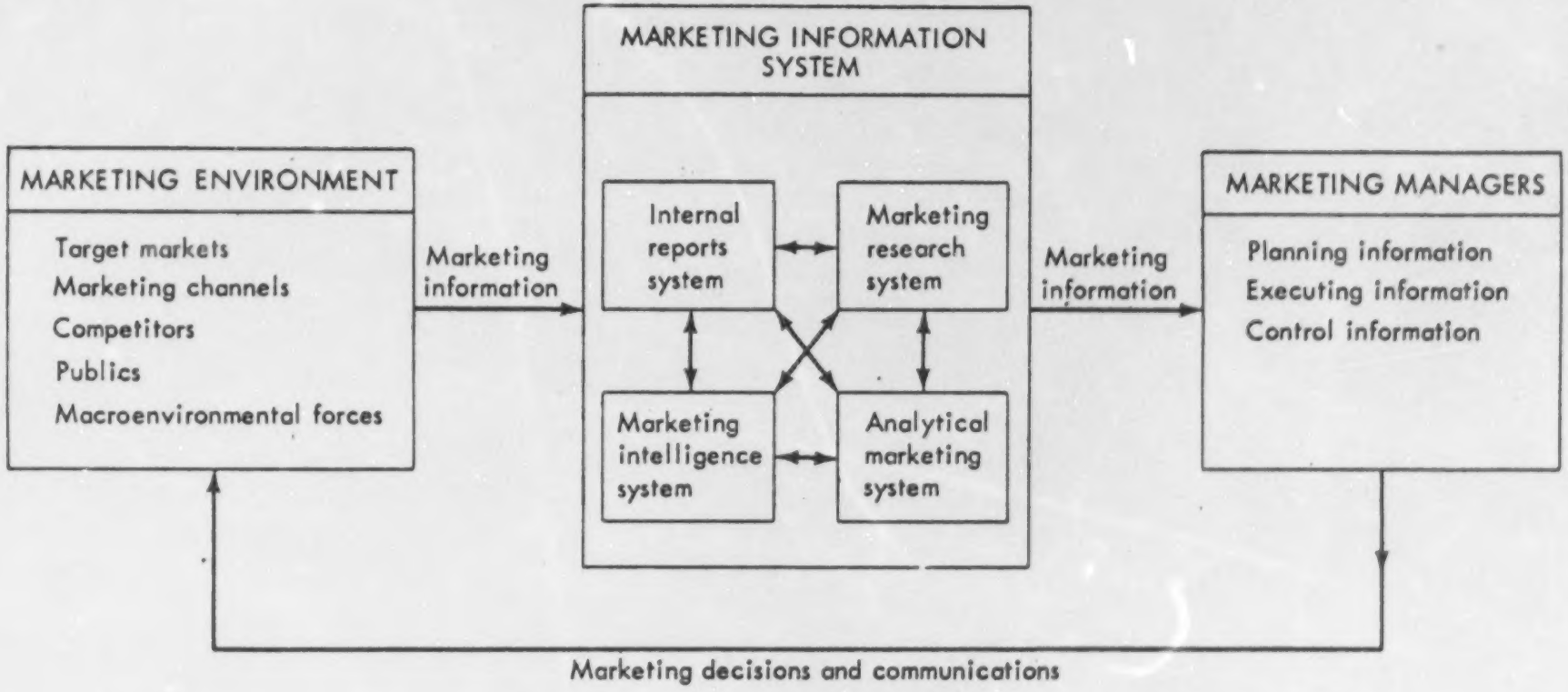
APPENDIX E

NVCC MARKETING DESIGN TEAM

The Planning Process

Diagnosis:	Where is NVCC now? Why?
Prognosis:	Where is NVCC headed?
Objectives:	Where should NVCC be headed?
Strategy:	What is the best way to get there?
Tactics:	What specific actions should be taken? By whom? When?
Evaluation Criteria:	What measures should be monitored to indicate whether the objectives are being reached?

The Marketing Information System



Kotler 1982, p. 153

APPENDIX G

Marketing Plan 1983-1984

Summary Sheet of Completion Dates, Tactics and Primary Responsibilities

Completion Dates	Marketing Plan Page Number	Tactic Number	Primary Responsibility
July 15, 1983	15	1 and 2	Coordinator, OIR
July 30, 1983	45	1	Assistant to the President for Public Relations
	46	1	MDT
	47	1	President
	53	1,2 and 3	President
Aug. 1, 1983	17	1	Coordinator, OIR
	51	1 and 2	President and MDT
Aug. 15, 1983	7	1	Coordinator, Business and Community Service
	17	2 and 3	Chairman, Deans Working Group
Aug. 30, 1983	18	4 and 5	Chairman, Deans Working Group
Sept. 1, 1983	15	3	Chairman, Deans Working Group
	26	1 and 2	Coordinator OIR in conjunction with MDT
Sept. 15, 1983	18	6	Chairman, Deans Working Group
	19	1	President
	26	5	Coordinator, OIR
	37	1	Assistant to the President for Public Relations
	47	2	President
Sept. 30, 1983	31	1	Chairman, Deans Working Group
	41	1	Coordinator, Business and Community Service
	44	1	President
	46	2	President
	47	3	President
	47	4	MDT
	53	4	MDT
Oct. 1, 1983	13	1	Director, PRMS
	30	1	Coordinator, OIR and MDT
	49	1	Coordinator, Grant Development and Director, NVCC Foundation

Completion Dates	Marketing Plan Page Number	Tactic Number	Primary Responsibility
Oct. 15, 1983	26	3	Coordinator, OIR
	41	2	Assistant to the President for Public Relations
	42	3	Assistant to the President for Public Relations
	47	5	MDT
	49	2	Coordinator, Grant Development
Nov. 1, 1983	24	1	Coordinator, OIR
	39	1	Provosts
	49	3	Coordinator, Grant Development
Nov. 15, 1983	28	2	Chairman, Continuing Education/ ELI Working Group
	30	2	Coordinator, OIR
	42	4	President
Dec. 1, 1983	9	1	Coordinator, OIR
	24	2	Chairman, Division Chairman Working Group
Dec. 15, 1983	11	1	Coordinator, OIR
	13	2	Dean of Financial and Administrative Services
	13	3 and 4	Coordinator, OIR
	20	1 and 2	Chairman, Deans Working Group
	22	1	Coordinator, OIR
	28	2	Chairman, Continuing Education/ ELI Working Group
	33	1	Dean for Instrucitonal Services
	48	6	MDT
Dec. 30, 1983	7	2	Coordinator, Business and Community Services
	9	2	Provosts and Program Instructional Areas
	30	3	Coordinator, OIR
Jan. 1, 1984	6	1	Director, PRMS
	19	2	Coordinator, Affirmative Action and Minority Affairs
	22	2 and 3	Directors of Continuing Education
Jan. 15, 1984	11	2	Chairman, Continuing Education/ ELI Working Group
	25	5	Coordinator, OIR

Completion Dates	Marketing Plan Page Number	Tactic Number	Primary Responsibility
Jan. 30, 1984	9	3	Dean for Instructional Services
	30	4	Coordinator, OIR
	43	1	Coordinator, OIR
Feb. 1, 1984	14	5	Assistant to the President for Public Relations
	24	3	Coordinator, OIR
	25	6	Chairman, Division Chairmen
Feb. 15, 1984	11	3	Chairman, Continuing Education/ ELI Working Group
	20	3	Chairman, Deans Working Group
	43	2	Coordinator, OIR
Mar. 1, 1984	7	3	Coordinator, OIR
	24	4	Chairman, Division Chairman
	44	2	Coordinator, OIR
Mar. 15, 1984	12	4	Chairman, Continuing Education/ ELI Working Group
	26	4	Coordinator, OIR
	28	3	Chairman, Continuing Education/ ELI Working Group
	35	1	Coordinator, OIR
	48	7	MDT
Mar. 30, 1984	43	3	Coordinator, OIR
Apr. 1, 1984	7	4	Coordinator, Business and Community Service
	14	6	Director, ELI
	35	2	President
Apr. 15, 1984	20	4	Chairman, Deans Working Group
	21	5	Coordinator, OIR
	28	4	Chairman, Continuing Education/ELI Working Group
	39	2	Provosts
Apr. 30, 1984	43	4	Coordinator, OIR
May 1, 1984	8	5	Coordinator, OIR
	12	5	Chairman, Continuing Education/ ELI Working Group/
	29	5	President
	35	1	Coordinator, Business and Community Service

Completion Dates	Marketing Plan Page Number	Tactic Number	Primary Responsibility
May 1, 1984 (Contd.)	44	3	Coordinator, OIR
May 15, 1984	21	5	Chairman, Deans Working Group
June 30, 1984	12	6	Chairman, Continuing Education/ ELI Working Group
	53	5 and 6	MDT
Sept. 15, 1984	26	5	Coordinator, OIR
Nov. 1, 1984	39	3	Provosts
On-Going			
	22	2 and 3	Directors, Continuing Education
	29	6	Assistant to the President for Public Relations
	30	5	Chairman, MDT
	31	3	Coordinator, OIR
	33	2	Coordinator, Business and Community Service
	33	3	Dean for Instructional Services
	37	3	President
	37	4	Assistant to the President for Public Relations
	43	5	Coordinator, OIR
	45	2	Assistant to the President for Public Relations
	50	4	Coordinator, Grant Development and Director, NVCC Foundation
	51	3	President and MDT
Each Census Reporting Period			
	31	4 and 5	Coordinator, OIR

APPENDIX H

Estimated Costs Summary Sheet

Marketing Plan Page Number	Personnel	Other
6	.25 FTEF (PRMS)	
12	.25 FTEF (Contuing Education)	
14	.50 FTEF (OIR)	$ 400 postage
16		$ 300 Telephone
18		$ 1,200 Postage
21		$ 5,000 Hardware and Publications
23	.25 FTEF (OIR)	
25	.25 FTEF (OIR)	
27	1.50 FTEF (OIR)	
29		$ 200 Postage
30	.25 FTEF (OIR)	
36		$ 500 Entertainment
40		$ 2,000 Entertainment
42		$ 250 Entertainment
43		$ 300 Postage
44	.25 FTEF (OIR)	
48	.25 FTEF (Marketing Function Office)	$ 150 Materials
50		$ 500 Materials
54		$ 2,000 Workshop
Total	3.75	$10,800

Glossary of Selected Marketing Terms

The following definitions are adapted from Kotler (1982)

Evaluation Criteria: Established performance standards.

Exchange: The trading of a resources of value.

Environmental Threat: An unfavorable trend or specific disturbance in the environment which could lead, in the absence of purposeful marketing action to the stagnation, decline or demise of NVCC or one of its products.

Image: The aggregate of beliefs, ideas and perceptions that a person has of NVCC.

Market: A potential arena for the trading of resources. A distinct group of people and/or organizations that have resources which they want to exchange, or might be willing to exchange for distinct benefits.

Marketing: The analysis, planning, implementation and control of carefully formulated programs designed to bring about voluntary exchanges of values with target markets for the purpose of achieving NVCC's objectives. It relies heavily on designing the College's offerings in terms of the target markets' needs and desires, and on using effective pricing, communication, and distribution to inform, motivate, and serve the markets.

Marketing Audit: An examination of NVCC's marketing environment, objectives, strategies and activities with a view toward determining problem areas and opportunities and recommending a plan of action to improve the organization's marketing performance.

Marketing Information System: A continuing and interacting structure of people, equipment and procedures designed to gather, analyze, evaluate and distribute pertinent, timely and accurate information for use by NVCC decision makers to improve market planning, execution and control.

Marketing Intelligence System: Sources and procedures by which decision makers receive their everyday information about developments in the external environment.

Marketing Mix: The particular blend of controllable marketing variables that NVCC can use to achieve its objectives in its target markets, often referred to as the "four Ps": product, price, place and promotion.

Marketing Opportunity: An arena of relevant marketing action in which NVCC is likely to enjoy a competitive advantage.

Marketing Research: The systematic design, collection, analysis and reporting of data and findings relevant to a specific marketing situation or problem facing the College.

Place: Distribution and delivery of NVCC's products: location, time, mode of delivery of courses, programs, and sources.

Positioning: The art of developing and communicating meaningful differences between NVCC's products and those of competitors seeking to serve the same target market.

Price: Student/client investment of money and time in exchange for NVCC's products. The cost to a student/client.

Products: Courses, programs, services, people and facilities that are offered by NVCC to a market to satisfy a need.

Promotion: Communications directed to target audiences to promote exchange.

Public: Any group that has a real or potential interest or impact on the College.

Strategy: The overall method for achieving an NVCC Marketing objective.

Strategic Planning: The managerial process of developing and maintaining a strategic fit between NVCC's goals and reserves and its changing marketing opportunities.

Tactic: A specific action to implement strategy necessary to achieve objective.

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